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ADMINISTRATIVE ORGANIZATION OF THE SECRETARIAT OF UNICEF

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ADMINISTRATIVE ORGANIZATION OF THE SECRETARIAT OF UNICEF

INTRODUCTION

This document sets forth the administrative organization of the UNICEF Secretariat, giving the general functions and responsibilities of the various divisions and offices at UNICEF Headquarters and of the UNICEF Field Offices. It replaces a similar document issued in November 1956 (E/ICEF/321). Additional information on the administrative organization of UNICEF can be found in the annual UNICEF Administrative and Operational Services Budget Estimates as approved by UNICEF Executive Board.

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UNICEF was established by resolution 57(I) of the General Assembly on 11 December 1946. Its terms of reference were amended by General Assembly resolution 417(V) of 1 December 1950 providing that the resources of the Fund, which come from voluntary contributions by governments and individuals, shall be used "for the purpose of meeting, through the provision of supplies, training and advice, emergency and long-range needs of children and their continuing needs, particularly in under-developed countries, with a view to strengthening, wherever this may be appropriate, the permanent child health and child welfare programmes of the countries receiving assistance".

In October 1953, the General Assembly, by resolution 802 (VIII), continued UNICEF indefinitely, changing its name from the United Nations International Children's Emergency Fund to the United Nations Children's Fund, but retaining the symbol UNICEF.

The Executive Board of UNICEF is composed of the governments of thirty States elected in rotation by the Economic and Social Council. The Executive Board, which usually meets twice a year, formulates the policies of the Fund, approves each

programme to be aided and makes allocations for it, and approves and allocates funds for the administrative and operational services of the Fund. The Board establishes its own rules of procedure and reports to the Economic and Social Council. Under the terms of resolution 57 (I), the Secretary-General submits to the General Assembly an annual audit of the accounts of the Fund.

To aid it in its work, the Executive Board has established a Programme Committee and a Committee on Administrative Budget. The Fund is administered by an Executive Director appointed by the Secretary-General in consultation with the Executive Board. The staff and facilities required for the administration of the Fund are financed out of the Fund's resources, except to the extent that staff and facilities are available without charge from the established services of the United Nations Secretariat.

A description of the co-ordination of UNICEF programmes with the regular and technical assistance programmes of the United Nations and the specialized agencies has been given in three reports by the Secretary-General to the Economic and Social Council, one in 1954 (E/2601), another in 1956 (E/2892), and a third in 1958 (E/3109).

In discharging its responsibilities, the Fund is authorized under resolution 57 (I):

To receive funds, contributions, and other assistance;

To make expenditures and to finance or arrange for the provision of supplies, materials, services, and technical assistance;

To facilitate and co-ordinate activities related to the above functions;

To acquire, hold, or transfer property, and to take any other legal action necessary or useful in the performance of its objects and purposes;

To take such measures, in agreement with governments, as are deemed appropriate to ensure the proper use and distribution of supplies or other assistance which the Fund provides.

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Resolution 417 (V) further provides that:

The Executive Board shall take all necessary steps to ensure close collaboration between the Administration of the Fund and the specialized agencies, and that

The Administration of the Fund shall, as appropriate, obtain from inter-governmental and non-governmental organizations having a special interest in child and family welfare the advice and technical assistance it may require.

NEW YORK HEADQUARTERS

OFFICE OF THE EXECUTIVE DIRECTOR

General Functions

The Office of the Executive Director is responsible for the work of the United Nations Children's Fund under policy directives laid down by the UNICEF Executive Board, and under broad authority delegated to the Executive Director by the Secretary-General within the framework of United Nations staff and financial regulations.

Responsibilities of the Office

To plan, direct, and co-ordinate the execution of programme aid and related administrative and operational services;

To recommend to the Executive Board changes in existing policies;

To survey needs and possibilities for additional types of programme;

To maintain liaison with the United Nations Secretariat, the specialized agencies, and non-governmental organizations, for the purpose of achieving co-ordination of activities;

To maintain contact with delegations to the United Nations, appropriate officials of Member and non-member governments, and relevant United Nations organs and committees in the matter of obtaining contributions to the Fund.

The Executive Director calls on the three Deputy Executive Directors to work as a group with him on important questions. The Executive Director and the three Deputies are all required to make extensive field visits, and when doing so deal with all matters with which the Executive Director's office is concerned. Each Deputy Executive Director must be ready to replace the others at Headquarters during absences on field visits, attendance at conferences, leaves, etc.

The Executive Director, in addition to his general responsibilities, gives special attention to contributions to UNICEF, and to the Public Information Division, the functions of which are described below.

There is a general division of responsibilities among the three Deputy Executive Directors, which is given below in the order of succeeding phases of assistance to projects, from planning to delivery of supplies.

The Deputy Executive Director (Planning) is responsible for general forward planning relating to the best use of UNICEF resources on the basis of which a forecast for the ensuing three years is presented annually to the Executive Board; preparatory studies of possible new types of UNICEF assistance; and evaluation of UNICEF assistance, taking into account the evaluation of technical aspects which are the responsibility of the appropriate Specialized Agencies, or the United Nations Bureau of Social Affairs.

The Deputy Executive Director (Programmes) is concerned with aid to individual country programmes and is the operating head of the Programme Division with responsibility for direction and supervision appropriate to the functions described under the Programme Division below.

The Deputy Executive Director (Operations) is concerned with the functions of the Executive Director's office relating to the Food Conservation Division, the Supply Division, the Controller's Division and the Administrative Division, the functions of which are described below.

CONFERENCE AND REPORTS OFFICE

General Functions

The Conference and Reports Office is responsible for all official UNICEF reports and documentation and for acting as Secretary to the Executive Board and its committees.

Responsibilities of the Office

To prepare, or arrange the preparation of, reports and other documents submitted to, or resulting from, meetings of the Executive Board and its committees, and other official reports on UNICEF.

To act as Secretary to the Executive Board and its committees;

To maintain liaison with government representatives, officers of the Executive Board and its committees and departments of the United Nations and specialized agencies with respect to the work of the Executive Board;

To provide current information, as required, on policies established, and decisions taken by the Executive Board; to maintain an index of all UNICEF documents;

To undertake special analyses, research, and other assignments, as required by the Office of the Executive Director;

To prepare, or review and edit for conformity with Executive Board policy, material for general public information or for use of delegations, government officials, and national legislative bodies;

To keep staff members, including Regional, Area, and Country Office staff generally informed on UNICEF and related United Nations activities through preparation of a periodic Staff News and by other means.

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PUBLIC INFORMATION DIVISION

General Functions

The Public Information Division is responsible for providing public information on UNICEF; encouraging the development of national committees for UNICEF; co-operating with non-governmental organizations; encouraging campaigns for contributions from individuals and organizations; and supervising the activities of the Greeting Card Fund.

Responsibilities of the Division

To plan and direct the public information activities of UNICEF at Headquarters and in the field;

To collect, prepare and disseminate information, special stories and pictures on UNICEF activities throughout the world through magazines, newspapers, pamphlets, greeting cards, films, radio and television;

To co-ordinate the public information activities of the Fund with those of the United Nations Department of Public Information and of the Specialized Agencies;

To plan the production and distribution of UNICEF Greeting Cards;

To assist, where appropriate, in the activities of governmental and non-governmental bodies in educational and private fund raising activities for the benefit of UNICEF, in the establishment and activities of UNICEF national committees, and in the celebration of Universal Children's Day.

To maintain liaison with the UNICEF Non-Governmental Organizations Committee and its member organizations, and other interested non-governmental organizations.

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PROGRAMME DIVISION

General Functions

The Programme Division is responsible for Headquarters relations with Field Offices on programme matters. Working through the Field Offices and in collaboration with Advisers of the U.N. Bureau of Social Affairs, FAO and WHO at UNICEF Headquarters, the Programme Division analyses and evaluates government requests for aid and prepares recommendations to the Executive Board; co-ordinates Headquarters functions in fulfilling of UNICEF programme commitments; and develops programme policy proposals.

Responsibilities of the Division

To prepare, in collaboration with UNICEF Field Offices, recommendations for assistance to individual country programmes, and proposals of programme policies for submission to the Executive Board;

To develop standards and information regarding programming, including the preparation of appropriate parts of the Field Manual, for the guidance of Field Offices;

To review and approve plans of operations for projects, on the basis of approvals of allocations by the Executive Board, delegating authority to approve the plans of operations to Field Offices when appropriate;

To consult with appropriate departments of the United Nations, FAO, WHO and UNESCO on technical matters relating to UNICEF assistance;

To review lists of supplies submitted by governments through Field Offices, and after proper technical clearance with related United Nations agencies, to atthorize procurement by the Supply Division;

To maintain close follow-up of progress of operations and fulfilment of approved allocations, in co-operation with the Supply and Comptroller's Divisions, and to assist in expediting approved plans of assistance;

To develop systems for the collection of uniform data on programme progress, and to collate and interpret these data.

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FOOD CONSERVATION DIVISION

General Functions

The Food Conservation Division at Headquarters is responsible, in collaboration with the Programme Division and Field Offices, for UNICEF assistance to governments in milk conservation, the production of other protein-rich foods suitable for young children, the improvement of child and maternal nutrition at the village level, in accordance, where appropriate, with the technical advice of FAO, WHO and other Specialized Agencies.

Responsibilities of the Office

To review and analyze all requests from governments for assistance to projects for milk conservation, for the production of protein rich foods, and for the improvement of child and maternal nutrition at the village level.

To conduct surveys, in collaboration with FAO, for the purpose of assisting countries in the development of milk and other food conservation programmes; and to participate in surveys for the improvement of nutrition at the village level.

To assist governments in the technical planning of milk and other food conservation projects; to investigate and evaluate practical processes and equipment necessary for processing milk or other protein food products; to make this knowledge available to assist governments; to provide engineering guidance in implementing salt iodization for goitre control and in fish-liver-oil concentrate production.

To prepare technical specifications for milk and other food conservation equipment, analyse bids and recommend procurement of technically acceptable equipment to the Supply Division;

To advise engineers and architects selected by the governments in the development of suitable plant layouts and construction plans;

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To co-ordinate delivery of UNICEF equipment with completion of buildings and services provided by receiving countries; to inspect the equipment before taking delivery;

To give all assistance needed for bringing equipment into full operation through staff visits, and visits by technicians (furnished under contract by suppliers to supervise installation of UNICEF-provided equipment);

To co-operate with FAO in the selection of Plant Management Advisers assigned to jointly assisted projects, and in the administration of fellowships for local plant operators and technicians;

To maintain liaison with FAO and WHO on the nutrition and public health aspects of milk and other food conservation programmes, and in regard to UNICEF assistance for the improvement of nutrition at the village level.

To participate in meetings of the Inter-Secretariat (FAO/WHO/UNICEF) Working Group on Milk and Milk Products;

In close liaison with the WHO Protein Advisory Group, FAO and appropriate governmental and private agencies to develop processes and techniques required to produce new indigenous protein-rich foods to specifications approved by the Advisory Group as suitable for child feeding; to supervise and control production of protein-rich foods for testing purposes and to make them available to co-operating agencies and institutions;

To give functional direction to Field Offices in the administration of UNICEF assistance for the improvement of child and maternal nutrition at the village level.

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SUPPLY DIVISION

General Functions

The Supply Division is responsible for procurement, warehousing and shipping of all supplies provided by UNICEF for approved country programmes. In addition the Supply Division performs similar functions for other United Nations agencies when requested by these agencies, and on the basis of a mutually approved agreement for reimbursement.

Responsibilities of the Division

To procure supplies through government supply agencies and normal commercial channels and plan deliveries and shipment; where indicated, to authorize UNICEF Regional and special offices to procure and ship supplies;

To analyse current information on price trends, supply availabilities and procurement sources in world markets, and on shipping space, rates, and schedules;

To recommend and initiate on the basis of the above information, plans for the use of national currencies representing the resources of UNICEF;

To prepare, upon authorization of the Programme Division, specifications and issue invitations to bid on a competitive basis on supplies required;

To examine bids in relation to specifications, deliveries and prices, and to prepare recommendations for awards to the Contract Review Committee;

To prepare contracts and purchase orders for all items;

To negotiate with shipping concerns regarding freight rates and discounts; to negotiate for chartered shipping space at special rates as required;

To book all UNICEF cargoes controlled by Headquarters for shipping to receiving countries;

To process all claims against suppliers, underwriters and shipping concerns;

To prepare consignee lists, shipping reports and weekly shipping schedules for the information of Headquarters and field staff;

To advise countries and assist in the training of their personnel for the maintenance of vehicles supplied by UNICEF, particularly preventive maintenance systems and the control of spare parts.

COMPTROLLER'S DIVISION

General Functions

This Division is responsible for the financial operations of UNICEF, including the control of the use of the assets of the Fund and the recording and internal audit of income and expenditures.

Responsibilities of the Division

To carry out the financial and accounting activities at Headquarters and direct and co-ordinate these activities for Regional, Area, Country and Special Procurement Offices;

To arrange for collection of contributions and of other income; and for opening of bank accounts;

To negotiate investments of the Fund's assets and rates of interest for bank facilities (deposits, credit, etc.); to operate bank accounts, arrange for transfer of funds, conversion of currencies and foreign exchange clearances;

To exercise the budgetary control of all expenditures;

To formulate and implement financial and accounting procedures relating to procurement for other agencies, the Greeting Card Fund and special projects;

To finance contracts with governmental procurement agencies, certify and arrange for payment of all supply invoices and to open documentary letters of credit;

To certify and disburse all administrative and operational services expenditures;

To direct the activities of UNICEF internal auditors at Headquarters, Regional, Area, Country and Special Procurement Offices;

To prepare the annual Financial Report of UNICEF and interim (quarterly) and annual consolidated statements of assets and liabilities and income and expenditure, for audit and certification by the Board of External Auditors;

To prepare periodic reports on the financial position of the Fund, including resources (with analysis of currencies), allocations, and administrative and operational services expenditures.

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ADMINISTRATIVE DIVISION

General Functions

The Administrative Division is responsible for the personnel and administrative management functions of UNICEF, within the framework of the broad authority delegated to the Executive Director by the Secretary-General.

Responsibilities of the Division

To perform all personnel functions related to recruitment, promotion and separation of staff and to review all contracts within the limits set by the U.N. Staff Regulations and Rules, and with the approval of the Personnel Committee where appropriate; to make general arrangements for staff training and for rotation of staff between Headquarters and the field;

To administer the salary, allowance and leave systems of the UNICEF staff in accordance with the United Nations Staff Regulations and Rules ; to interpret these regulations as they apply to the Children's Fund and revise and initiate new procedures as required.

To co-ordinate the administrative functions of Headquarters, Regional, Area and Country Offices;

To provide management services to UNICEF staff in New York Headquarters, and in the field as practicable, in connexion with the following: travel, communications, office space and maintenance, procurement of administrative supplies and equipment, insurance on personnel and administrative supplies, duplicating and printing.

To prepare proposed annual administrative and operational services budget estimates;

To authorize expenditures against the approved administrative and operational services budget, and recommend the transfer of funds or changes within the budget as required;

To maintain liaison with appropriate officials of the United Nations Secretariat and Specialized Agencies in connexion with personnel and administrative matters;

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To review and recommend approval of rates of field living and travel allowances;

To arrange through the facilities of the United Nations Bureau of Documents for space and services for UNICEF Executive Board meetings, and to maintain a distribution system for UNICEF documents.

SECRETARIAT COMMITTEES AT UNICEF HEADQUARTERS

Following is a listing of the composition and functions of Committees at UNICEF Headquarters:

Contract Review Committee

Chairman: Comptroller

Members: Chief, Administrative Division
Deputy Executive Director (Programmes)

Secretary: Chief, Procurement Section

Reviews and approves all recommendations for purchases exceeding $5,000.

Personnel Committee

Chairman: Deputy Executive Director (Operations)

Members: Deputy Executive Director (Programmes)
Deputy Executive Director (Planning)
Comptroller
Chief, Supply Division
Chief, Administrative Division (non-voting)
Three other persons appointed annually by Executive Director after consideration of a panel of names proposed by the Staff Advisory Committee.

Secretary: Chief, Personnel Section

Reviews and approves appointments, promotions and separation of staff, recommends changes in contractual status.

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Insurance Survey Board

Chairman:	Comptroller
Members:	Chief, Administrative Division, Chief, Supply Division Chief, Asia Section, Programme Division
Secretary:	Chief, Shipping Section

Approves single shipments, or storage in one warehouse, where goods of a value of more than $100,000 are involved. On such approval decides whether insurance is to be purchased to cover such storage or shipment.

Property Survey Board

Chairman:	Deputy Executive Director (Operations)
Members:	Deputy Executive Director (Programmes) Chief, Administrative Division Chief, Supply Division Comptroller
Secretary:	Chief, Finance Section, Comptroller's Division

Rules on the disposition, either by sale or transfer to governments, of damaged or surplus UNICEF property.

Investments Committee

Chairman:	Executive Director
Members:	Comptroller Deputy Executive Director (Programmes) Deputy Executive Director (Operations) Assistant Comptroller
Representative of the United Nations:	Treasurer of the United Nations
Secretary:	Chief, Finance Section, Comptroller's Division

Determines the investment policy of UNICEF's cash assets.

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Claims Board

Chairman:	Deputy Executive Director (Operations)
Members:	Chief, Administrative Division Comptroller Chief, Supply Division
Secretary:	Chief, Personnel Section

Rules on claims for reimbursement by staff members for damage to, or loss of, personal property, in the course of duty.

FIELD ORGANIZATION

UNICEF field operations are carried out by Regional, Area and Country Offices, and, for certain limited purposes, by Special Offices. Functional direction is given to the various activities of the field organization through the appropriate divisions and offices at Headquarters.

REGIONAL OFFICES

General Functions

Regional Offices are responsible, under the direction of Headquarters, for the planning, co-ordination, and execution of all UNICEF activities within the region, and relations with governments, including: surveys of need; negotiation of agreements with governments; recommendations for aid; development of plans of operation; implementation of aid; controls relating to the flow of UNICEF supplies; observation and reporting on assisted programmes; fund raising; public information; procurement of supplies; administrative, personnel and financial operations; and co-operation with the United Nations, specialized and other agencies engaged in providing international assistance.

Responsibilities

Programming

Each of the Regional Offices has a Programme Division whose responsibilities, carried out under the functional direction of the Programme Division at Headquarters, are:

To co-ordinate programme activities in the region;

To assist governments in the preparation of requests for aid to specific projects, proposed plans of operations, and supply lists; to analyse, evaluate and forward these to Headquarters;

To undertake surveys of need as required; in co-operation with other United Nations departments, specialized and other agencies;

To advise Area and Country Offices, and governments where appropriate, on policies, allocations, and programmes approved by the Executive Board and approved plans of operations; to call forward supplies in fulfilment of these plans;

To observe and report on programmes assisted by UNICEF;

To maintain liaison with Regional Offices, and special representatives of other United Nations departments and bodies, specialized agencies and other international agencies on matters of assistance to governments, including the assignment of technical experts and advisers, and relevant technical approval of recommendations for UNICEF assistance.

Supply

All of the Regional Offices have authority for limited local procurement of supplies in order to keep a project from being seriously hampered in its execution. In addition a Supply Division is maintained at the Africa and Europe Regional Office (AERO) in Paris, under the functional direction of the Supply Division at New York Headquarters, with responsibilities as described below(in the other Regional Offices, the responsibilities described below are undertaken only as required by Headquarters):

To procure supplies in countries in the region for use in UNICEF-assisted programmes throughout the world;

To maintain current information for the region on availability and prices of supplies needed in UNICEF programmes;

To prepare specifications, issue requests for bids, contact suppliers and government supply agencies, examine the bids and recommend contract awards;

To issue approved contracts and purchase orders;

To certify supplies for delivery and shipment, obtaining shipping space, insurance, and other related services as required;

To prepare reports on procurement and shipping for submission to Headquarters.

Finance and Accounting

A Finance and Accounting Division is maintained in the Africa and Europe Regional Office (AERO) in Paris. In the Asia Regional Office, the functions are carried out by a combined Finance and Administrative Division. The finance functions for the Regional Office for the Americas are carried out by the Comptroller's Division at Headquarters, which also provides functional direction for the finance and accounting activities in the other Regional Offices. The finance and accounting responsibilities in the Regional Offices are as follows:

To operate bank accounts, arrange banking facilities, foreign exchange clearances, and transfer of funds as required in the region;

To collect the contributions made by governments, organized campaigns and private individuals in the region;

To certify and arrange for payment of supply invoices; to certify and disburse administrative and operational services expenditures, which include travel fees and salary payments of locally recruited staff;

To exercise the budgetary control of expenditures;

To supervise accounting of Area, and Country Offices;

To prepare quarterly accounts for the region.

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Administration

An Administrative Division is maintained in the Africa and Europe Regional Office (AERO) in Par s. In the Asia Regional Office (ARO) the functions are carried out by a combined Finance and Administrative Section. Administrative functions for the Regional Office for the Americas (TARO) are carried out by the Administrative Division at Headquarters which also provides functional direction for the administrative activities at the other Regional Offices. The administrative responsibilities in the Regional Offices are as follows:

To direct and co-ordinate administrative and personnel management functions for the region and maintain the necessary administrative records and controls;

To authorize the payment of salaries to local staff and to internationally recruited staff as directed by Headquarters;

To review and approve local currency administrative budgets of Area and Country Offices;

To maintain liaison on matters concerning personnel and administrative management with offices of the United Nations Secretariat and the specialized agencies in the region.

Public Information

The Africa and Europe Regional Office (AERO) and the Asia Regional Office (ARO) each have a Public Information Office whose activities are carried out under the functional direction of the Public Information Division at Headquarters. For the Regional Office for the Americas (TARO) a public information assistant is stationed in Lima, Peru. The public information activities in the Regional Offices are as follows:

To carry out UNICEF public information activities in the area;

To supply Headquarters with background, photographic, and other material for general use in the UNICEF public information programme;

To co-ordinate the public information activities of UNICEF in the region with the work of United Nations Information Centres and specialized agencies;

To stimulate interest in, and organize the distribution of UNICEF Greeting Cards;

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To assist, where appropriate, in the activities of governmental and non-governmental bodies in educational and private fund raising activities for the benefit of UNICEF;

To provide information concerning UNICEF operations, as requested, for use by government officials in discussing governmental contributions to UNICEF;

To encourage the development of, and provide services for national UNICEF committees.

Food Conservation

A Food Conservation Division is maintained at the Africa and Europe Regional Office (AERO) in Paris, under the functional direction of the Food Conservation Division at Headquarters. It also serves the Eastern Mediterranean area. The responsibilities of the Division are as follows:

To conduct surveys, in co-operation with FAO, of the need for aid for milk conservation and other food conservation;

To assist governments in technical planning of programmes and in preparing proposals for aid;

To prepare detailed lists of equipment required in UNICEF-aided programmes;

To undertake technical supervision of the installation of milk-processing equipment in assisted countries and assist in bringing it into operation;

To observe the operation of milk-processing plants established in assisted countries;

To train personnel in assisted countries on technical aspects of milk conservation;

To maintain liaison with FAO and WHO on the nutrition and public health aspects of milk and other food conservation programmes; to represent the Headquarters Food Conservation Division, when necessary, at technical meetings.

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AREA AND COUNTRY OFFICES

General Functions

Area and Country Offices, under the supervision of the appropriate Regional Offices, represent UNICEF in relation with governments regarding UNICEF aid and contributions to UNICEF. The Area Office for the Eastern Mediterranean Area (EMAO) operates under the supervision of UNICEF Headquarters.

Responsibilities

To represent UNICEF in its relations with appropriate government officials of assisted countries and with other international agencies engaged in related work in the country or area;

To assist governments in the preparation of requests for aid for specific projects;

To evaluate the continued need for various types of aid to children;

To inform the government of decisions of the UNICEF Executive Board relevant to UNICEF assistance in the country;

To assist the governments in developing plans of operations, including specification of supplies requested of UNICEF;

To review and transmit plans of operations and requests for supplies to Regional Offices, together with recommendations for action;

To co-operate with representatives of the government with respect to receipt, inspection, and distribution of supplies furnished by UNICEF and the establishment and implementation of control and accounting procedures for UNICEF supplies;

To undertake field observation, under the conditions set forth in the agreement with the government;

To report on the progress of projects, and on receipt and distribution of supplies;

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To negotiate with the appropriate government officials, the administrative budget to be covered in local currency for UNICEF offices in the country and to collect and disburse such local currency funds accordingly;

To render monthly accounts to the Regional Office in respect of administrative and any other funds in their custody;

To be responsible for administrative and personnel management functions within the area or country;

To discuss with government officials contributions and other fund raising activities on behalf of UNICEF and procurement possibilities in the country, arranging, as required, for the purchase of supplies for export as UNICEF assistance to other governments;

To stimulate public information activities within the country or area; to provide general information material for public release on assistance to countries; to organize distribution of UNICEF greeting cards;

To facilitate visits of Regional or Headquarters staff, and as appropriate, technical personnel from other agencies.

SPECIAL OFFICES

Special Offices are maintained in London and Sydney with functions related to liaison with governments regarding procurement, contributions, and fund raising from private sources.

The Greeting Card Fund has established a small office in London whose functions are devoted entirely to the sales and promotional activities of greeting cards in Europe.